

**COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

|   |   |  |                     |
|---|---|--|---------------------|
| (1) DEPARTMENT<br>Administrative Office   | (2) MEETING DATE<br>5/14/2013   | (3) CONTACT/PHONE<br>Emily Jackson, 781-5011   |                     |
| (4) SUBJECT<br>Request for Board direction related to the vacancy of the Treasurer-Tax Collector-Public Administrator.  |   |  |                     |
| (5) RECOMMENDED ACTION<br>It is recommended that the Board direct staff to either: <ol style="list-style-type: none"> <li>1. Provide guidance in the process of appointing a Treasurer-Tax Collector-Public Administrator to complete the term vacated by the previous Treasurer-Tax Collector-Public Administrator; or</li> <li>2. Direct staff to return to the Board with a public hearing to amend sections 2.20.030, 2.12.010 and 2.12.020 and repeal sections 2.13.010 and 2.13.020 of the San Luis Obispo County code in order to consolidate the offices of Treasurer-Tax Collector-Public Administrator and Auditor-Controller.</li> </ol> |   |  |                     |
| (6) FUNDING SOURCE(S)<br>FC 107 Auditor-Controller and FC 108 Treasurer-Tax Collector-Public Administrator budgets  | (7) CURRENT YEAR FINANCIAL IMPACT<br>Savings of \$174,208 in FY 2013-14 | (8) ANNUAL FINANCIAL IMPACT<br>Annual savings of approximately \$323,104 in the third year and beyond.   | (9) BUDGETED?<br>No |
| (10) AGENDA PLACEMENT<br><input type="checkbox"/> Consent <input type="checkbox"/> Presentation <input type="checkbox"/> Hearing (Time Est. ____ ) <input checked="" type="checkbox"/> Board Business (Time Est. <u>60 min</u> )  |   |  |                     |
| (11) EXECUTED DOCUMENTS<br><input type="checkbox"/> Resolutions <input type="checkbox"/> Contracts <input type="checkbox"/> Ordinances <input checked="" type="checkbox"/> N/A  |   |  |                     |
| (12) OUTLINE AGREEMENT REQUISITION NUMBER (OAR)<br>N/A  |   | (13) BUDGET ADJUSTMENT REQUIRED?<br>BAR ID Number: N/A<br><input type="checkbox"/> 4/5th's Vote Required <input checked="" type="checkbox"/> N/A |                     |
| (14) LOCATION MAP<br>N/A  | (15) BUSINESS IMPACT STATEMENT?<br>No                                   | (16) AGENDA ITEM HISTORY<br><input checked="" type="checkbox"/> N/A    Date: _____   |                     |
| (17) ADMINISTRATIVE OFFICE REVIEW   |   |  |                     |
| (18) SUPERVISOR DISTRICT(S)<br>All Districts -  |   |  |                     |

# County of San Luis Obispo



TO: Board of Supervisors

FROM: Administrative Office / Emily Jackson

DATE: 5/14/2013

SUBJECT: Request for Board direction related to the vacancy of the Treasurer-Tax Collector-Public Administrator.

## **RECOMMENDATION**

It is recommended that the Board direct staff to either:

1. Provide guidance in the process of appointing a Treasurer-Tax Collector-Public Administrator to complete the term vacated by the previous Treasurer-Tax Collector-Public Administrator; or
2. Direct staff to return to the Board with a public hearing to amend sections 2.20.030, 2.12.010 and 2.12.020 and repeal sections 2.13.010 and 2.13.020 of the San Luis Obispo County code in order to consolidate the offices of Treasurer-Tax Collector-Public Administrator and Auditor-Controller.

## **DISCUSSION**

### **Introduction**

This item seeks Board policy direction on the possible consolidation of the Auditor-Controller and Treasurer-Tax Collector-Public Administrator's offices. In October 2012 the elected Treasurer-Tax Collector-Public Administrator retired after 35 years in office.

Under Government Code §25304, it is the Board's responsibility to fill by appointment, a vacancy in this elected office. The Board's appointee will hold office for the remainder of the unexpired term. County Code §2.13.010 and §2.13.020 establish the mandatory qualifications and continuing education requirements for a person to be elected or appointed to the Office of Treasurer-Tax Collector-Public Administrator.

A vacancy in the Office of Treasurer-Tax Collector-Public Administrator also provides the County with the opportunity to consider a consolidation of the Office with the Office of the Auditor-Controller. This consolidation is allowed by Government Code §24300.5 which states that "the board of supervisors may by ordinance consolidate the offices of auditor, controller, treasurer, tax collector, and director of finance." The consolidation of these offices is operationally feasible due to the fact that the departments both deal with financial matters and currently require a daily coordination of effort to do their respective jobs effectively.

Staff recommends that the Board either:

1. Direct that the Offices of Auditor-Controller and Treasurer-Tax Collector-Public Administrator remain independent;  
or
2. Direct that the offices be consolidated.

This report outlines these two options.

## Option 1- Departments remain independent

In this scenario, the offices of Auditor-Controller and Treasurer-Tax Collector-Public Administrator would continue as they are currently. Departmental operations would remain independent from one another, with continued daily coordination on various matters. Staffing levels and budgets would largely remain the same.

If the departments remain independent, the Board must appoint a Treasurer-Tax Collector-Public Administrator to carry out the remainder of the vacated term, per Government Code §25304.

Following are some of the benefits of maintaining the status quo:

- Maintaining separate Auditor-Controller and Treasurer-Tax Collector-Public Administrator departments provides an extra check and balance on County finances.
- Changing the organizations and leadership structure could be considered "fixing something that is not broken." Both offices have historically operated very well independently.

## Option 2- Departments consolidate

The downturn in the economy has had a marked impact on the County's budget. Though the County's financial situation is enviable in comparison to that of other counties throughout the State, the County endeavors to continue to identify opportunities to reduce expenditures.

County staff also makes efforts to identify opportunities to increase the efficiency of various programs and services without compromising the level of service provided to the public. In the past, the County has had the opportunity to evaluate and implement a number of successful consolidations, listed below:

| Offices Consolidated   | Year of Consolidation |
|--|-----------------------|
| Sheriff and Coroner  | 1955                  |
| Treasurer, Public Administrator and Public Guardian                        | 1961                  |
| Treasurer, Public Administrator, Public Guardian and Tax Collector         | 1970                  |
| County Agricultural Commissioner and County Sealer of Weights and Measures | 1971                  |
| Recorder and County Clerk  | 1983                  |
| Public Guardian and Public Health*   | 1988                  |
| Public Health and Behavioral Health  | 2004                  |
| General Services and Information Technology                                | 2008                  |

\* Public Guardian was removed from the Treasurer-Tax Collector-Public Administrator.

The consolidations listed above are not unique to San Luis Obispo County, and have occurred in many other counties throughout the State. In addition, there are quite a few counties that have completed similar consolidations to the Auditor-Controller and Treasurer-Tax Collector-Public Administrator. Of California's 58 counties, 11 have consolidated the offices, while nine counties considered but rejected consolidation for various reasons. Counties with consolidated offices include:

| County         | Year of Consolidation |
|----------------|-----------------------|
| Fresno         | 1994                  |
| Glenn          | 1996                  |
| Kings          | 2004                  |
| Marin          | 2011                  |
| Sacramento     | 1996                  |
| San Bernardino | 2010                  |
| Santa Clara    | 1990s                 |
| Sierra         | 2011                  |
| Sonoma         | 2006                  |
| Tulare         | 2006                  |

Based on interviews with counties that have consolidated the offices, it is clear that efficiencies can be realized through consolidation. A review of existing staff assignments and departmental responsibilities has identified opportunities to consolidate departmental operations and functions while eliminating positions through natural attrition.

#### Legal Authority to Allow for Consolidation

The consolidation of these offices is allowed for by Government Code §24300.5 which authorizes the consolidation of the Auditor-Controller and Treasurer-Tax Collector-Public Administrator via ordinance.

In order to consolidate the Auditor-Controller and Treasurer-Tax Collector-Public Administrator positions, the Board must adopt changes to the following County ordinances, to make the changes described:

#### Ordinances to be amended:

|          |   |
|----------|---|
| 2.20.030 | To consolidate the duties of the Auditor-Controller with the Treasurer-Tax Collector-Public Administrator.                                      |
| 2.12.010 | To establish the qualifications that the Auditor-Controller-Treasurer-Tax Collector- Public Administrator must possess in order to hold office. |
| 2.12.020 | To establish the continuing education requirements for the individual holding the consolidated office.  |

#### Ordinances to be repealed:

|          |  |
|----------|--|
| 2.13.010 | To remove the qualifications for the former office of Treasurer-Tax Collector-Public Administrator |
| 2.13.020 | from the County Code, due to the elimination of the position.                                      |

#### Outline of Proposed Organizational Structure

The Administrative Office has worked with the Auditor-Controller, Assistant Treasurer-Tax Collector-Public Administrator and staff from the Human Resources Department to identify the most appropriate organizational structure for the consolidated department. The consolidated organizational chart is included as Attachment 3. Consistent with the organization of other County departments, it is recommended that the eventual organizational structure of the consolidated office include a department head, assistant department head, and three division managers who will oversee different, separate functions. Using division managers is important in assuring that certain departmental functions remain separate enough to assure the integrity of various processes in order to maintain existing checks and balances.

The full integration of systems and processes is expected to occur over several years, as the departments merge and identify opportunities to consolidate functions. The consolidation will initially result in the elimination of the Treasurer-Tax Collector-Public Administrator position, shifting responsibility and oversight of both departmental operations to a single elected department head. Ultimately, the consolidated department will have one assistant department head. However, the existing Assistant Treasurer-Tax Collector-Public Administrator is considering staying on for a period of up to one year, to assist the transition with operational and system integration between the two departments. Upon retirement, the Assistant Treasurer-Tax Collector-Public Administrator position will be eliminated and replaced with an additional Division Manager who will oversee the majority of existing Treasurer-Tax Collector functions. In the second year of consolidation, it is also expected that seasonal staff (equivalent to 0.75 FTE) will be eliminated. Seasonal staff is currently used for processing during peak property tax collection periods. As cross-training is completed, the duties of seasonal staff will be performed by existing staff in the combined office.

Immediately upon consolidation, it is also recommended that an existing Auditor-Analyst III position be reclassified to a Principal Auditor-Analyst position. The new Principal Auditor-Analyst will oversee the allocation of property taxes to all taxing entities. A Principal Auditor-Analyst position is more appropriate for this level of responsibility as it requires an in-depth knowledge of legislative requirements related to the allocation of property taxes.

Additional staffing reductions will be feasible as opportunities to consolidate departmental operations are identified. It is not recommended that existing staff be laid off, but that opportunities to reduce staff be identified through natural attrition.

Immediate changes to the Position Allocation List (PAL) include:

| Summary of Change   | Change to FTE Allocation |
|---|--------------------------|
| <b>Fund Center 108- Treasurer-Tax Collector-Public Administrator</b>  |                          |
| Elimination of Treasurer-Tax Collector-Public Administrator   | -1.0 FTE                 |
| Conversion of permanent Assistant Treasurer-Tax Collector-Public Administrator to a Limited Term Assistant Treasurer-Tax Collector-Public Administrator * | N/A                      |
| <b>Fund Center 107- Auditor-Controller</b>  |                          |
| Reclassification of an Auditor-Analyst III to a Principal Auditor-Analyst   | N/A                      |
| <b>NET CHANGE TO FTE</b>  | <b>-1.0 FTE</b>          |

\* For a period of up to one year following consolidation.

Changes to the PAL approximately one year after consolidation include:

| Summary of Change  | Change to FTE Allocation |
|--|--------------------------|
| Elimination of Limited Term Assistant Treasurer-Tax Collector-Public Administrator | -1.0 FTE                 |
| Addition of Division Manager   | +1.0 FTE                 |
| <b>NET CHANGE TO FTE</b>   | <b>N/A</b>               |

#### Changes to Compensation

The consolidation of offices will initially create a department of approximately 67.5 FTE. In recognition of the increased responsibility for the department head, assistant department head, and division managers of the consolidated department, it is proposed that those positions receive salary adjustments over two years as follows:

| Position  | Year 1 | Year 2              |
|---|--------|---------------------|
| Auditor-Controller-Treasurer-Tax Collector-Public Administrator | 5%     | 3%                  |
| Assistant Treasurer-Tax Collector-Public Administrator          | 5%     | Position eliminated |
| Assistant Auditor-Controller                                    | 5%     | 3%                  |
| Division Managers   | 5%     | 3%                  |

Despite these increases, savings in the first year of consolidation is expected to be \$174,208, with an additional savings of \$18,896 in the second year. By the third year, it is expected that an additional 2.0 FTE positions will be eliminated through attrition, for an additional savings of \$130,000. In year three and beyond, the expected annual savings is approximately \$323,104.

Attachments 1 and 2, which together provide an overview of the functions of each department, outline what the roles and responsibilities of the new consolidated office will be. Attachment 3, which is the organizational chart of the consolidated department is color-coded to identify how staff from the two departments will be organized. It is largely the department's leadership that will realize an increased span of control. While the department head and assistant department head(s) will assume responsibility for operations of an additional existing department, the division managers will also be affected. Following is an overview of new responsibility for the division managers:

- The Division Manager that currently has responsibility for financial operations (including accounting and budget) will take on responsibility for treasury, investments and public administrator functions.
- The Division Manager that currently has responsibility for automation and payroll will take on responsibility for additional automation, including the Treasurer-Tax Collector-Public Administrator's existing Taxes on the Web and Business License and Transient Occupancy Tax systems.
- The Division Manager (currently a Principal Analyst) that currently has responsibility for treasury, investments and budget in the Treasurer's Office will take on responsibility for the administration and allocation of property taxes.

## Benefits and/or Perceived Conflicts of Consolidation

The benefits of the proposed consolidation include:

- Eliminates an elected department head position, saving the costs associated with that position (the annualized total compensation for the elected Treasurer-Tax Collector-Public Administrator is \$247,572). Other savings may be realized as opportunities to integrate processes and eliminate additional positions through attrition are identified.
- Increases efficiencies and eliminates duplication of effort by combining the similar work performed by each department:
  - Combines operational functions that each department is involved in, such as treasury, accounting, and operational system support.
  - Combines administrative functions such as payroll and personnel coordination, budgeting, desktop support, and other administrative services which will enable a reassignment of staff resources on departmental operations and direct services.
- Provides better opportunity for staff cross training and coverage during staff absences:
  - Both offices have periods of increased workload (tax collections, payroll/year end closing, etc.) which often require the use of temporary help. The need for temporary help will be eliminated with a larger staff and greater flexibility to assign staff to various functions.
  - More staff cross training provides more variety of work assignments which can improve staff morale and may provide staff with additional opportunities for advancement.
- Provides for more expedient decision making for issues that require input from both offices.
- Enables greater communication:
  - Between accounting support and cash management regarding liquidity requirements.
  - Regarding year-end classification of deposits as belonging to current or prior year.
- Enhances customer service:
  - Increases the number of staff available to respond to questions over the phone or in person.
  - Provides one location/point of contact for individuals who have property tax or other financial related inquires.
  - Streamlines banking relationships for school districts and other County departments needing special purpose bank services, such as wire transfers.

While considering benefits of the proposed consolidation, staff has also attempted to foresee potential conflicts and/or objections to the consolidation and provides the following assurances:

- The consolidation may create a lack of distinction between accounting and cash handling functions.

Response: In order to avoid any lack of distinction between accounting and cash handling functions, the intended organizational structure of the consolidated offices will maintain separate divisions to assure that these functions will remain separate. In addition, the County's financial software system is sophisticated and has security functions which enables the use of security roles and provides clear and detailed audit trails to track transactions.

- The consolidation may place too much financial control with a single department, thus eliminating existing checks and balances.

Response: The County will continue to utilize the County Treasury Oversight Committee (CTOC) as a means of external oversight to call for an annual audit on compliance with the County's Investment Policy. As required by Government Code §27132, the CTOC membership includes representation from several external organizations including the school districts, as well as a member of the public. The County also has an annual independent audit which specifically includes a review of internal control structures. In addition, the existing Debt Advisory

Committee will continue to serve as a centralized debt review mechanism to ensure that debt issuance is in compliance with the provisions laid out in the County's Debt Management Policy.

- The Auditor-Controller will no longer be able to perform audits of the County Treasury.

Response: The audit of the County Treasury can instead be performed by an outside auditor in order to maintain a proper system of checks and balances. The approximate cost to bring in an outside auditor to perform this function is \$14,000 annually. Tasking an external auditor with this responsibility will also free up internal audit staff to focus on other audits that must be performed. This will involve four quarterly cash counts and one annual review of compliance with the County's Investment Policy.

- The consolidation of offices may impede the progress of several major automation projects that are currently underway (including the Property Tax System Modernization Project and the Taxes on the Web Re-Write).

Response: Risk of impeding progress on existing projects can be mitigated through the continued use of periodic development team meetings. The Property Tax System Modernization Project is currently being managed by the Information Technology Department (ITD), with involvement of departmental staff on a Project Team, and departmental management from each involved department, as well as the Administrative Office on a Steering Committee. Continued coordination between ITD, the Project Team and Steering Committee will keep the project moving forward.

## **OTHER AGENCY INVOLVEMENT/IMPACT**

The Auditor-Controller and Assistant Treasurer-Tax Collector-Public Administrator have both been involved in discussions of a consolidated organizational structure. Both offices have been consulted to assist in assessing the relative benefits and risks of a consolidation.

County Counsel has provided guidance on the process for filling the vacancy in the Office of the Treasurer-Tax Collector-Public Administrator and the need to amend the County Code to allow for consolidation.

Human Resources staff has conducted an organizational analysis to ensure that the proposed consolidated organizational structure is consistent with how other County departments are structured. Labor Relations staff in Human Resources conducted compensation surveys and was heavily involved in determining appropriate compensation levels for the remaining department head, assistant department head, and division managers.

## **FINANCIAL CONSIDERATIONS**

There is no financial impact if the Board elects to keep the departments separate.

Should the Board determine that the offices should be consolidated, total annual savings in the third year and beyond are expected to total approximately \$323,104. The tables below outline the associated savings and additional costs:

| <b>YEAR 1</b>   |                     |
|---|---------------------|
| <b>Savings</b>  |                     |
| Elimination of Treasurer-Tax Collector-Public Administrator                     | \$ (247,572)        |
| <b>Total</b>  | <b>\$ (247,572)</b> |
| <b>Additional Costs</b>   |                     |
| 5% increase for Auditor-Controller-Treasurer-Tax Collector-Public Administrator | \$ 11,804           |
| 5% increase for Assistant Auditor-Controller                                    | \$ 9,242            |
| 5% increase for Assistant Treasurer-Tax Collector-Public Administrator          | \$ 8,823            |
| 5% increase for 2.0 FTE Division Managers                                       | \$16,970            |
| Reclassification of Auditor-Analyst III to Principal Auditor-                   | \$ 12,525           |

|  |                     |
|--|---------------------|
| Analyst  |                     |
| Estimated cost of an outside auditor to perform audits of the Treasury | \$ 14,000           |
| <b>Total</b>   | <b>\$ 73,364</b>    |
| <b>NET SAVINGS IN YEAR 1</b>   | <b>\$ (174,208)</b> |

| <b>YEAR 2</b>   |                     |
|---|---------------------|
| <b>Savings</b>  |                     |
| Elimination of Assistant Treasurer-Tax Collector-Public Administrator                     | \$ (196,187)        |
| Elimination of seasonal temporary help (equivalent to 0.75 FTE)                           | \$ (30,347)         |
| <b>Total</b>  | <b>\$ (226,534)</b> |
| <b>Additional Costs</b>   |                     |
| 3% increase for Auditor-Controller-Treasurer-Tax Collector-Public Administrator           | \$ 7,436            |
| 3% increase for Assistant Auditor-Controller-Treasurer-Tax Collector-Public Administrator | \$ 5,822            |
| 3% increase for 2.0 FTE Division Managers   | \$ 10,691           |
| Addition of 1.0 FTE Division Manager  | \$ 169,689          |
| Estimated cost of an outside auditor to perform audits of the Treasury                    | \$ 14,000           |
| <b>Total</b>  | <b>\$ 207,638</b>   |
| <b>NET SAVINGS IN YEAR 2</b>  | <b>\$ (18,896)</b>  |

By the third year, it is expected that an additional 2.0 FTE positions will be eliminated through attrition for an additional savings of approximately \$130,000.

With the exception of additional expense for an outside auditor and savings from the elimination of seasonal temporary help, all other numbers are salary and benefit expense.

While not factored into the savings analysis, there will eventually be a need to reconfigure workspace to allow for a greater integration of departmental operations. The cost to reconfigure workspace will be a one-time cost, whereas the overall consolidation of functions will result in ongoing savings.

Additional savings will be realized as further efficiencies are realized and opportunities to consolidate processes and job duties are identified. Please refer to the Discussion section of this item for more information related to the financial impacts of the consolidation of the offices.

## **RESULTS**

Staff is seeking Board direction about whether or not to pursue a consolidation of the Auditor-Controller and Treasurer-Tax Collector-Public Administrator departments. Regardless of which option the Board chooses, the County's finances will continue to be managed in an effective manner, with great attention paid to transparency. As outlined above, a consolidation of departments will result in significant cost savings in the long-term and should enhance service levels by providing one location and point of contact for members of the public with financial related inquiries.

If the Board elects to maintain independent departments, the Board will need to appoint a Treasurer-Tax Collector-Public Administrator to carry out the remainder of the vacated term.

If the Board elects to consolidate the departments, staff will draft the appropriate ordinance changes to enable consolidation and will return to the Board to conduct a hearing during the third week of June and will follow with an item to make the associated personnel and compensation changes in late June. If the Board approves the ordinances during the hearing, the consolidation of offices will be effective August 1, 2013.



## **ATTACHMENTS**

1. Attachment 1- Auditor-Controller Overview
2. Attachment 2- Treasurer-Tax Collector-Public Administrator Overview
3. Attachment 3- Organizational Chart of Consolidated Department

## **ATTACHMENT 1**

### **Overview of the Auditor-Controller**

#### **Auditor-Controller's Office**

**Description:** The Auditor-Controller is an elected official who has primary responsibility for all accounting and auditing functions of County government. The office enhances the public's trust by providing an independent source of financial information and analysis in addition to serving as the guardian of funds administered for the County, cities, schools, courts, and special districts. The Auditor's Office is responsible for a wide range of tasks which include preparing the County's Annual Financial Report, disbursing all payments, preparing the cost plan and non-departmental budgets, overseeing property tax administration and allocation, conducting internal audits, monitoring internal controls, assisting the public, and providing system support for the County's Enterprise Resource Management System.

Some of the responsibilities of the Auditor-Controller are as follows:

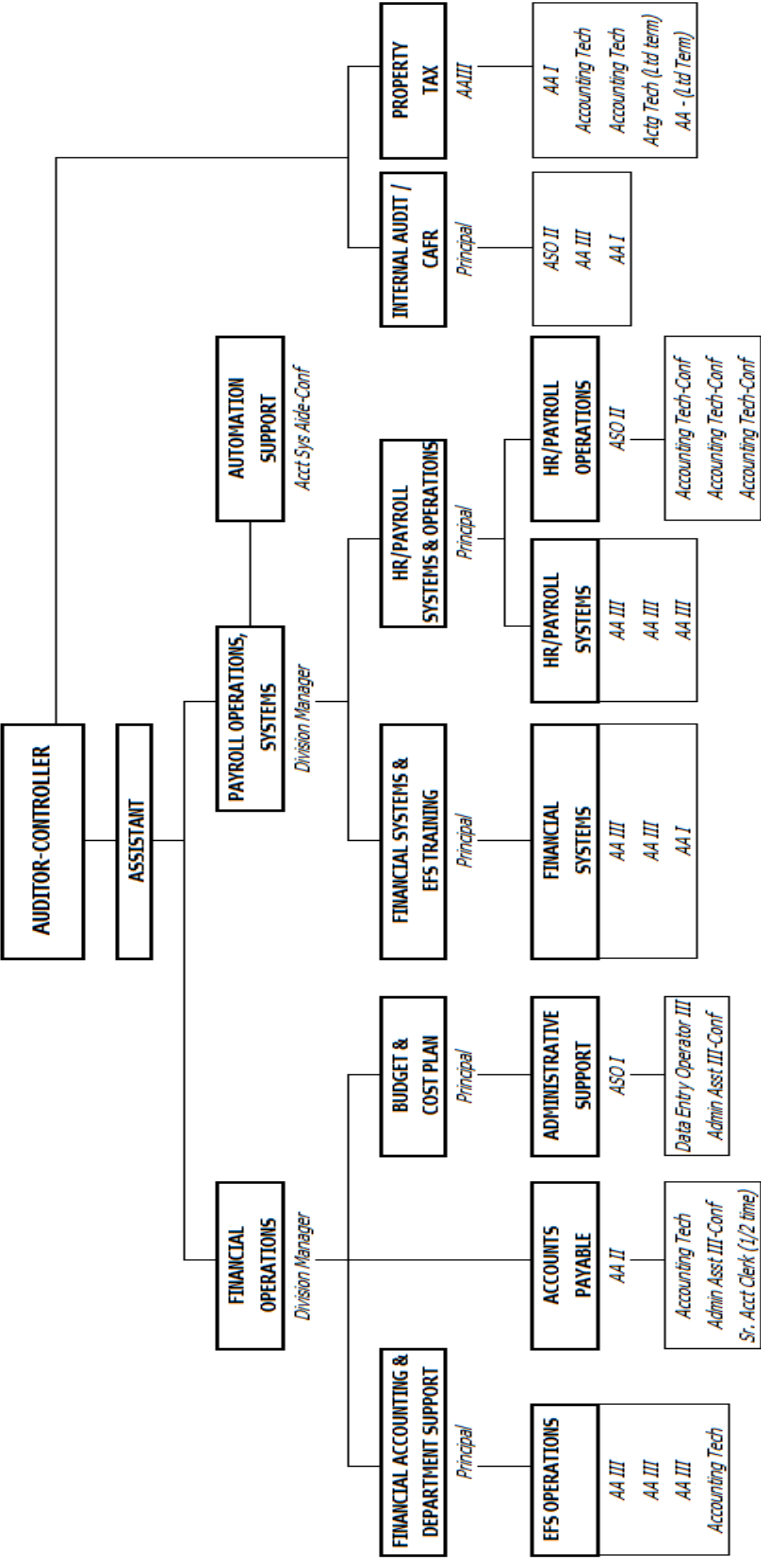
- Processing all claims for payments to vendors submitted by County departments and special districts. Pre-auditing claims submitted by County departments.
- Preparing and processing biweekly payroll for approximately 2,500 County employees. Updating the payroll system to reflect changes in payroll legislation and negotiated changes in compensation.
- Assisting in the development of the proposed and final County budget. Analyzing and forecasting the annual budgeted revenues and expenditures.
- Calculating and distributing over \$454 million in property taxes annually to all taxing jurisdictions within the County. Monitoring, reviewing, and assessing the implications of changes in laws and regulations affecting property tax collection and distribution.
- Maintaining accounting records for the County and districts whose funds are kept in the County Treasury. Monitoring budgets and maintaining records of fixed assets.

**Total Budget:** \$4,890,973 (FY 2012-13 Adopted)

**General Fund Budget:** \$3,796,645 (FY 2012-13 Adopted)

**Staff:** 39.5 FTE (FY 2012-13 Adopted; includes 2.0 FTE Limited Term allocations for the Property Tax System Modernization Project)

Auditor-Controller Existing Organizational Chart



## **ATTACHMENT 2**

### **Overview of the Treasurer-Tax Collector-Public Administrator**

#### **Treasurer-Tax Collector-Public Administrator's Office**

**Description:** The Treasurer-Tax Collector-Public Administrator is an elected official who is responsible for the safekeeping and investment of County, school, and special district funds and collection of all property taxes. The Treasurer Division makes investment decisions and transactions and functions like a bank for the County, Schools, and Special Districts. The Tax Collector Division is responsible for the billing and collection of property taxes, special assessments, Transient Occupancy Taxes, the San Luis Obispo County Tourism Business Improvement District Assessment, Business License fees, and Tobacco License fees. The Public Administrator Division is responsible for handling estates when no one of higher priority is willing or able.

Some of the responsibilities of the Treasurer-Tax Collector-Public Administrator are as follows:

- Printing, mailing, collecting, monitoring, and accounting for some 130,000 secured property bills, 9,500 unsecured property bills, and 5,000 supplemental tax bills resulting in over \$454 million in property taxes being collected for the benefit of San Luis Obispo County schools, cities, special districts, and the County.
- Managing a pooled portfolio of approximately \$600 million on behalf of San Luis Obispo County schools, special districts and the County.
- Providing banking services for all county departments, 14 school districts, 145 special districts, Cuesta Community College District, and the Courts.

**Total Budget:** \$3,136,994 (FY 2012-13 Adopted)

**General Fund Budget:** \$1,631,379 (FY 2012-13 Adopted)

**Authorized Staffing Level:** 29.0 FTE (FY 2012-13 Adopted; includes 1.0 FTE Limited Term allocation for the Property Tax System Modernization Project)

[illegible]

## ATTACHMENT 3

